Civil Works Transformation

Foundations of SMART Planning

US Army Corps of Engineers
PLANNING SMART
BUILDING STRONG®

What is “SMART” Planning?

Specific
Measurable
Attainable
Risk-Informed
Timely

Why is the Corps of Engineers Changing its Feasibility Studies?

- Studies were overly detailed, expensive & time-consuming.
- Reports were too long with too much technical detail.
- Detailed generation of data for multiple alternatives was not consistently leading to a better product or decision.
- Sponsors, Congress and the Corps have been increasingly frustrated with the limited study progress and escalating cost.
- We are facing a “Change or be Changed” situation, where risk of becoming irrelevant is high.

Turning Ideas into Action

- Improve **Planning Program delivery** (investigations and CG) **and** instill Civil Works wide **accountability**
- Develop a sustainable National & Regional **Planning operational and organization model**
- Improve Planner **knowledge and experience** (build the bench)
- Modernize Planning **Guidance and Processes**

Turning Ideas into Action

- A **disciplined approach** for reducing current feasibility study portfolio
- All Civil Works functional elements held **responsible & accountable**
- **Five imperatives for change** applied to all feasibility studies – full transition by 2014

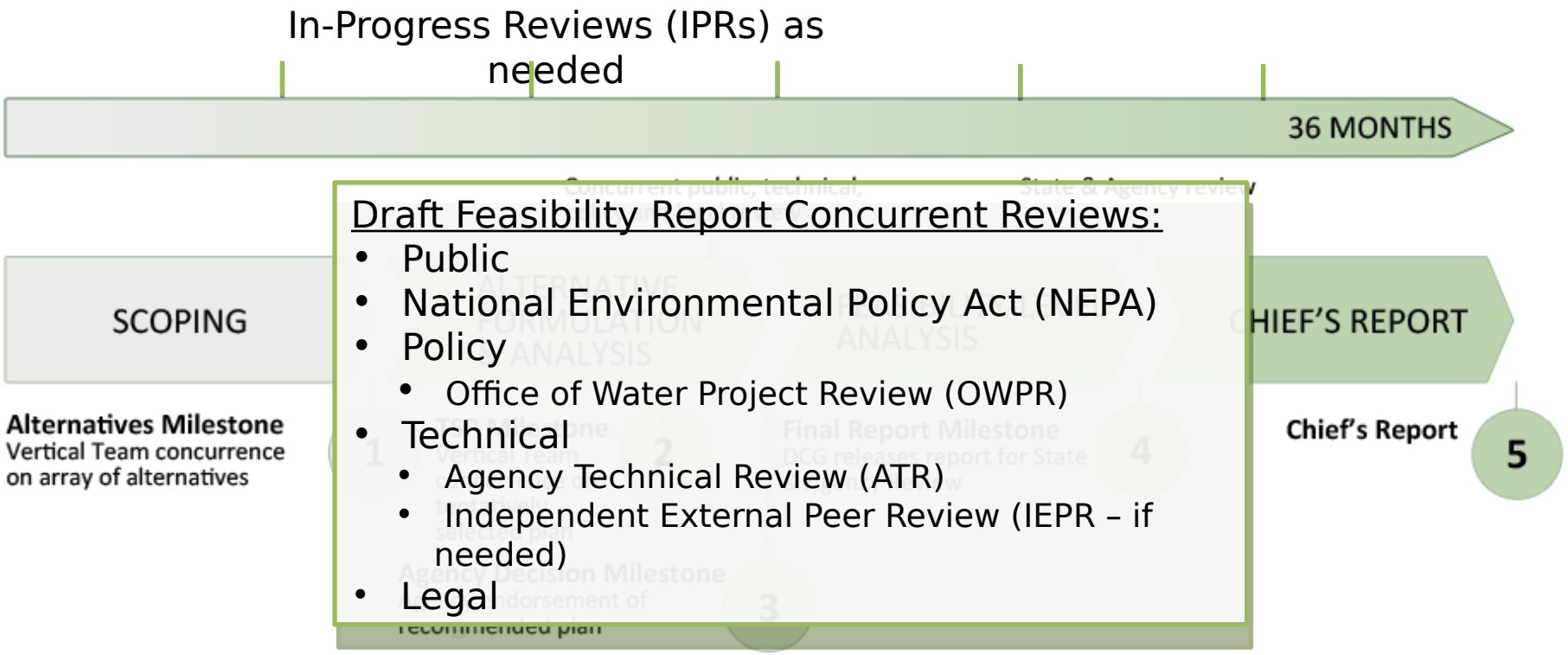
The “Five Imperatives for Change”

- Reaffirm **Federal and Corps interest** and role in resolving the problem
- Ensure **resources** needed are identified and available
- Recognize for most studies, there is **no single “best plan”**
- Manage appropriate **level of detail** and acknowledge **uncertainty**
- Ensure **vertical integration** throughout the study

And … the “3x3x3” Rule

- Under $3M total
- Within 3 years
- Using 3 levels of enhanced vertical teaming
- 100 page main reports, with appendices that fit in a 3” binder

SMART Feasibility Study Process



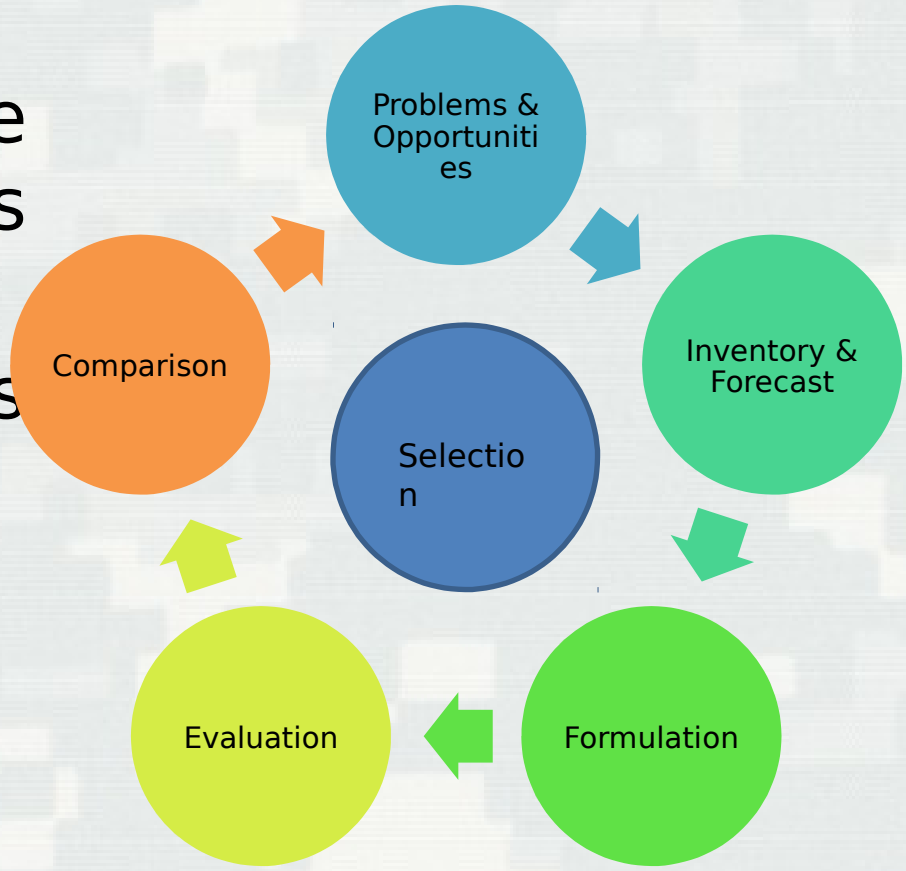
- Apply critical thinking throughout the study
- Develop the Feasibility Report as you go
- Target Completion: No more than 3 years for Chief's Report

What's Different?

- Process and outputs are **decision focused**
- Risk and uncertainty is **acknowledged and managed**
  - Only collect data needed to make the decision
  - Make decision and move on to next decision
  - Level of detail (of data / decision) grows over time
  - Vertical Team agreement on "acceptable" level of uncertainty
- Report developed from the beginning of the study

What's Not Different

- Focuses on decision making in a progressive 6-step planning process
- Incorporates quality engineering, economics, real estate and environmental analysis
- Fully compliant with all laws & policies
  - Includes public involvement



The Results

- Studies completed in a more reasonable amount of time
- Studies cost significantly less
- High quality and concise decision documents
- Decisions informed by managing risk and acknowledging uncertainty
- Strong, viable Civil Works Project portfolio developed

Tools for SMART Planning

- Planning Charette – intensive workshop bringing together Study Team and Vertical Team
- Decision Management Plan – maps path to the next major study decision
- Risk Register – documents study and project uncertainty / risk so it can be managed
- Decision Log
- Examples, Tips, Tools & Techniques on the SMART Planning Guide
- Communication

Planning SMART Guide

Published online at www.corpsplanning.us – allows for timely content updates

- Feasibility Study Phases
  - Scoping
  - Alternative Formulation & Analysis
  - Feasibility-Level Design
  - Chief's Report

- SMART Planning Tips & Tools
  - Tips for Highly Effective Studies
  - Business Line Guides
  - Risk Register Template
  - Decision Log
  - Report Synopsis Example
  - 100-Page Report Example
  - Review Primer
  - And more!